

**Chattanooga Area Regional Council of Governments  
Southeast Tennessee Development District**

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May 30, 2013

Ms. Christy Montgomery  
Grants Program Manager,  
Youth, Planning & Boards  
Division of Workforce Services  
220 French Landing Drive, 4-B  
Nashville, TN 37243

Dear Ms. Montgomery:

As operator and administrator of the Local Workforce Investment Area 5 and Tennessee Career Centers/American Job Centers, the Southeast Tennessee Development District is formally requesting an extension of the current Local Area 5's Five-Year Strategic Plan effective July 1, 2013 through June 30, 2014.

Thank you in advance for approving this request.

Sincerely,

A handwritten signature in blue ink that reads "Beth Jones".

Beth Jones  
Executive Director



## **LWIA 5 5 Year Strategic Plan 2013**

Submitted by:

Southeast Tennessee Development District

Contact Person: Rick Layne, Director  
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LWIA 5

2013 Strategic Plan

Narrative Update

## P.1 Organizational and Regional Descriptions

Local Workforce Investment Area 5 (LWIA~5) is part of the Southeast Tennessee Development District (SETDD) and encompasses a nine-county area of Southeast Tennessee. LWIA~5 counties include Hamilton, Marion, Meigs, McMinn, Rhea, Sequatchie, Bledsoe, Polk and Bradley. Services to employers and job seekers are delivered primarily through two designated comprehensive career centers in Chattanooga and Athens, TN. A full-time Career and Workforce Development Office is located in Cleveland and part-time Career and Workforce Development Offices are located in Kimball, Dunlap and Dayton, TN.

The Southeast Tennessee Development District/Chattanooga Area Regional Council of Governments (SETDD-CARCOG) is one of nine Development District designations in the state of Tennessee and was established in 1967 as the regional planning and development organization serving all local governments in the area. As the Chattanooga Area Regional Council of Governments (CARCOG), the Southeast Tennessee Development District also serves three counties in Georgia: Catoosa, Walker and Dade.

There are four major program divisions of the SETDD: Division of Career and Workforce Development (WIA—LWIA~5), Planning and Community Development, Economic Development, and the Southeast Tennessee Area Agency on Aging and

Disability. There are also multiple auxiliary organizations that are staffed by SETDD personnel and have advisory boards that report to the SETDD governing board which is comprised of the County Mayors of the counties and representative municipal mayors from each county.

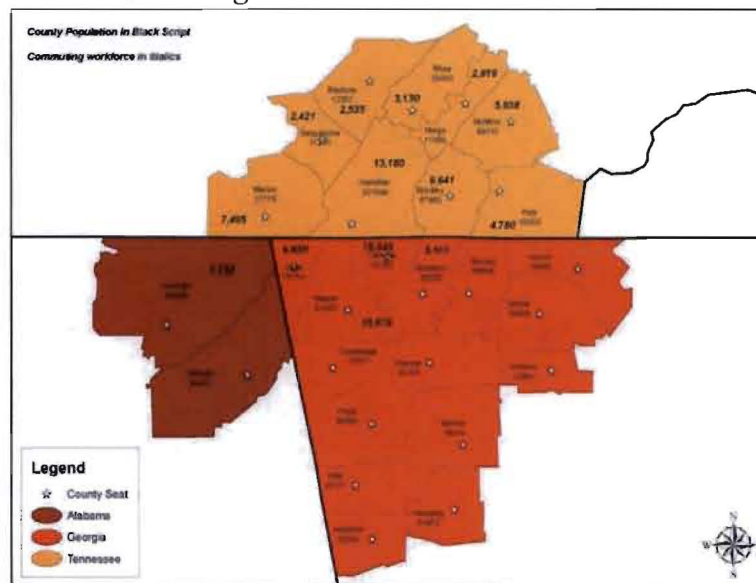
Advisory Boards are the Local Workforce Investment Board, the Southeast Tennessee Advisory Council on Aging and Disability, the Tri-State Regional Workforce Alliance, the Southeast Tennessee Tourism Association, the Rural Transportation Planning Organization, the Regional Council for HIV/AIDS Care and Prevention, various county Joint Economic Community Development Committees, and others.

SETDD also staffs the Southeast Industrial Development Association which is the economic development/industrial recruiting organization for a 22 county multi-state region and is funded by the Tennessee Valley Authority and local power distributors. Critical partnerships with a variety of state and federal agencies enable SETDD and LWIA~5 to provide a seamless system of service delivery to the region. Partners include, but are not limited to, the Tennessee Departments of Economic and Community Development; Labor and Workforce Development, Health; Human Services; Environment and Conservation; Education; Children's Services; Transportation; the Tennessee Commission on Aging and Disability; the Economic Development Administration; the Appalachian Regional Commission;

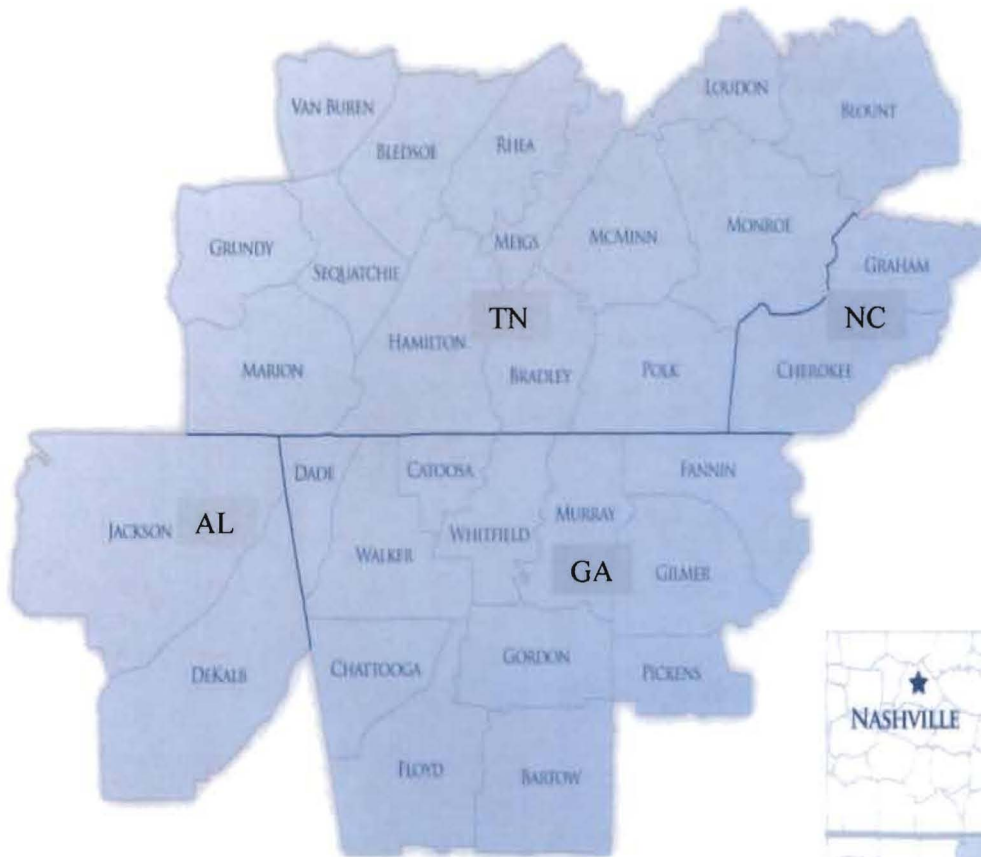


apply for both federal and non-federal funding for the purposes of regional workforce and economic development. The organization also recognized that the colleges and technology centers of the region are uniquely qualified to provide market responsive worker training, to plan for future workforce development and education, and to work with businesses, labor groups, governments, community-based agencies, and others to accomplish the goal of enhancing the talent and skill level of the workforce within the region. In that spirit, a Collaborative Agreement between the Alliance and regional colleges, universities, community/technical colleges was created and signed during 2010 creating the “Tri-State Educational Alliance.” The overarching purpose of the Educational Alliance is to understand and develop a pipeline of talented and skilled workers for the counties within the Alliance.

Additionally, the agency's regional leadership role contributed to the creation of the Tri-State Regional Workforce Alliance consisting of 30 counties in southeast Tennessee, northeast Alabama, northwest Georgia and two counties in eastern North Carolina. Formed in 2006, the Alliance partnerships have been maintained and strengthened through regional meetings for planning, identification of workforce and economic development needs and demonstrations of promising/best practices regarding workforce development initiatives. In early 2009, the Alliance received its 501 (c) (3) status which positions the organization to identify and



30-County Sector-Bounded Region for  
the Primary Sector: Transportation  
Product and Delivery.



With the creation of the Tri-State Regional Workforce Alliance, the region understood the need for comprehensive research regarding workforce and economic development identity and characteristics. SETDD initiated a request for proposal in order to embark on the research project for the region. Mississippi State University's National Strategic Planning and Analysis Research Center (nSPARC) was awarded the contract which was collaboratively funded by the State of Tennessee Department of Labor and Workforce Development, Economic Development Administration, Appalachian Regional Commission, Hamilton County Government and the City of Chattanooga.

By mid-2010, nSPARC completed the research project and launched the comprehensive web-based report—*2010 Regional Sector-Based Analysis and Report: Data-Driven Strategy to Improve Regional Workforce and Economic Development*. The interactive web-based report provides categorical

analyses and data found in the following sections: Executive Summary, Regional Profile, Workforce Profile, Demographics, Industries, Occupations and Assets. Demographics, Industries, and Occupations data can be 'drilled down' to the county level in the 30-county region. "Transportation Product and Delivery" was identified as the primary sector for the region. Secondary and tertiary sectors were also identified.

The economic identity and geographic scope of the region were determined with a county-by-county analysis of industries and occupations in the Alliance's original counties and their surrounding area. The analysis showed that transportation and select manufacturing industries were concentrated in a 30-county pattern across Tennessee, Alabama, Georgia, and North Carolina. The analysis revealed that transportation and metal industries were uniformly present across these 30 counties, thereby delineating the geography of the region which is noted in the map above.

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### **Executive Summary— Recommendations for the Region:**

Key recommendations are noted in the Executive Summary of the report and some are delineated as follows:

- Become more data-driven and performance-based
- Expand partnerships to reflect the economic and workforce geography of the region
- Business & industry alignment with education and training programs
- Match industry standards with workforce preparedness as industry innovates
- Promote lifelong learning for sustainable economic growth
- Highlight transferrable skills to promote the emergence of new jobs and economic diversity



- Maintain and promote a modern transportation infrastructure to capitalize on the economic identity of the region
- Growth of other sectors depends on the sustainability of good jobs in the transportation product and delivery sectors—the

economic “fingerprint” of the region.

As mentioned earlier, the regional characteristics, or demographics, may be obtained for each individual county in the sector-bounded region. The following chart indicates the overall regional demographics for the 30-county region:

<b>Population Estimates</b>	
Total Population	1,615,086
Projected Population	1,767,882
10-Year Projection	9.46%
<b>Education (Ages 25+)</b>	
Less than 9th Grade	8.00%
9th to 12th Grade	15.00%
High School Diploma	34.00%
Some College	21.00%
Associate's Degree	5.00%
Bachelor's Degree	11.00%
Graduate/Professional Degree	6.00%
<b>Race &amp; Ethnicity</b>	
White Non-Hispanic	84.45%
White Hispanic	5.43%
Non-White Hispanic	0.27%
Black/African American	7.48%
American Indian/Alaskan Native	0.40%
Asian	0.84%
Native Hawaiian/Pacific Islander	0.03%
Two or More Races	1.10%
<b>Gender</b>	
Male	48.90%
Female	51.10%
<b>Age</b>	
Under 15	19.84%
15 to 19	6.40%

20 to 34	19.66%
35 to 54	27.92%
55 to 64	11.87%
65 and over	14.33%
<b>Economic Indicators</b>	
Poverty Rate	14.51%
Workforce Participation Rate	62.56%
Per Capita Income	\$26,911

SOURCE: U.S. Census Bureau and U.S. Department of Commerce,  
Bureau of Economic Analysis, 2009

The interactive, web-based report provides a number of recommendations for the region in the Executive Summary section. The final version of the research data and analysis was posted on the website on July 21, 2010. The website will be maintained and hosted by nSPARC; however, eventually the web-based report will be moved to the Tri-State Regional Workforce Alliance website. Currently, the website address is as follows:

<http://www.nsparc.msstate.edu/sites/Tri-State-Website/index.php?page=home>. A link is also available at the WIA Career Center website found at the follow address:  
[www.secareercenter.org](http://www.secareercenter.org).

As a key arm of SETDD, the Career Center System and the Career and Workforce Development Offices (WIA) provide employment and training services to businesses, local governments, and individuals. The Career Center System includes partners with the Tennessee Department of Labor and Workforce Development (TDOL & WD) and the

Tennessee Department of Human Services, Division of Rehabilitation Services (DRS). Together, with WIA staff, the partnerships collectively provide the following services:

- Job search/placement
- Job listings
- Re-employment
- TAA/TRA services
- Veterans programs and services
- Labor market information
- Rapid Response
- State testing/assessments
- Federal bonding
- Resource information
- Marketing/outreach
- Interpretative language
- Skills training
- Resume development
- Individual and group assessments
- Interview preparation
- Job development
- Workshops
- Job, Career and Resource Fairs
- Career center orientation
- Technology for persons with disabilities
- Career exploration



- Case management
- Financial assistance for training
- Supportive services
- Marketing and outreach
- Youth activities
- Resource room assistance
- Customized employment. Delivery options include: self-service or staff assisted, individual or group training, and on or off-site programs and services. Other key partners include Chattanooga State Community College, Cleveland State Community College, Tennessee Technology Center at Athens, Tennessee Technology Center at Chattanooga as well as a variety of both private and non-profit educational and training providers.

SETDD strives to play a vital role in helping region plan for the future by coordinating the establishment of regional and local priorities. The services offered through LWIA~5 are a key component of the overall vision of SETDD which is to develop and provide a broad range of services that have measurable and long-lasting impact on the region. Additionally, SETDD continues to be responsible stewards of public funds, effective coordinators of local efforts across political boundaries and experts at leveraging limited resources. LWIA~5 (WIA) seeks to be the premier provider of services which effectively and efficiently meet the needs of both employers and job seekers through a professional system of the seamless delivery of services.

SETDD employs nearly 100 full-time employees, approximately 25% of whom are assigned full-time or part-time to the Workforce Division. The Workforce staff in LWIA~5 is highly experienced; most have bachelor's degrees, and many have graduate degrees. One employee is bilingual (Spanish); no one is a member of a bargaining unit.

LWIA~5 (WIA) utilizes SETDD's administrative, operations, information technology and fiscal departments of SETDD. SETDD has a written safety plan and additional security is provided as deemed appropriate.

LWIA~5 has two comprehensive Career Center facilities: the Tennessee Career Center at Chattanooga and the Tennessee Career Center at Athens. Each facility is technologically up to date and provides access to all individuals. There are fully-equipped computer labs in each facility as well as the Resource Rooms. All staff members have personal computers and some are equipped with laptops depending on the nature of their responsibilities. Reporting and tracking of customers is handled through the CMATS system.

All SETDD employees and programs, as well as all LWIA~5 employees (WIA), programs and partners, are subject to state and federal regulations, including OSHA, USDOL, ADA, Veterans Affairs, TOSHA, WIA, and all relevant government accounting standards. A yearly financial audit is performed by

a fully accredited external accounting agency.

SETDD partners specific to LWIA~5 include TDOL & WD and DRS. Governance is by members of the Southeast Tennessee Workforce Development Board which is composed of 46 members with eight committees. SETDD is the fiscal authority. Cost sharing partners are TDOLWD, SETDD, and DRS. There are multiple non-cost sharing partners. Various community groups and organizations utilize the facilities of the Career Centers on a regular basis. Examples of these include: the Regional Council for HIV/AIDS Care and Prevention; the Regional Homeless Coalition, Senior Neighbors; various employers and employer associations; and the Job Placement Consortium.

Key customer groups include employers, job seekers, individuals seeking training for employment, and Youth. Employers are served through the provision of qualified job applicants, training, assessments and screening, Labor Market Information (LMI), Rapid Response to plant/facility closures or layoffs, recruitment space/use of facility, informational workshops, Incumbent Worker support and assistance through On-the-Job training.

Job seekers have access to employment opportunities, LMI, interviewing skills, computer access, skill assessment, work skills training, workshops, tutorials, state testing, financial aid information, fax, copies, resume assistance, career counseling, employment insurance, benefits

planning, and customized job search. Career Service Coordinators provide individual case management for those individuals in training programs for specific job placement. Youth program participants have access to job placement assistance, attainment of individual goals, educational gains, school completion and encouragement to continue to obtain further education/training. In addition, youth may be eligible to participate in the annual Summer Paid Work Experience program.

A recent technological gain for LWIA~5 was the purchase and installation of Interview Stream which is located at the full-service Career Centers in Athens and Chattanooga as well as the Career and Workforce Development Offices in Dayton and Cleveland. Interview Stream provides job seekers an opportunity to 'rehearse' the interview process and/or provide a digitally prepared recording of an interview to an email recipient. The video cam records the job seekers' responses to pre-loaded questions. The responses may be stored for review at a later date. This tool will provide excellent feedback to job seekers who need to practice interview skills and review both the verbal and non-verbal responses during the simulated interview process. Additionally, regional employers may use Interview Stream as a screening tool for potential employees.

There are two key supplier groups: employers placing job orders and educational and training providers. Both internal and external partners also play critical roles in providing a



seamless system of service delivery that is accessible to a diverse population. Both comprehensive career centers are located in highly visible locations. In addition, services are provided in more remote rural areas on a regularly scheduled basis to ensure that individuals with transportation barriers have access to Career and Workforce Development supports. These remote locations are: Regional Skills Center in Kimball, Dunlap Community Center, Cleveland (adjacent to the Chamber of Commerce) and the Dayton Center. Also, staff members are available to provide services in other community locations on an as-needed basis.

Partners, key suppliers, community leaders and SETDD LWIA~5 WIA staff communicate on multiple levels. There is a weekly management meeting with key leaders from all divisions of SETDD which is specifically designed to maximize cooperation among the program divisions. The LWIA~5 WIB meets on a quarterly basis and includes representation from all key partners and suppliers while the WIB Executive Committee (comprised of officers, key partners, and committee chairs) meets at least on a quarterly basis. The SETDD Board of Directors also meets quarterly and includes, in addition to key LWIA~5 staff members, elected officials from throughout the region.

## P.2 Organizational Challenges

The challenges of meeting the needs of both job seekers and employers are multiple:

- Increased need and demand for services
  - Increased need for individual training services
  - Limited capacity for training providers
  - Increased OJT needs
- Obtaining real-time data
  - Customer follow-up information/activities
  - Job market, openings and future growth
- Threats to program funding

Due to a number of emerging and/or growing industries/sectors in the area, there has been an increase in the number of individuals seeking training for high demand skills which has resulted in LWIA~5 staff reaching caseload capacity. Further, due to the increase in enrollments, area training providers are also at capacity.

LWIA~5 (WIA) utilizes all available resources with which to provide services, including both internal and external partners. External partners, such as independent staffing agencies, on-line services, private and public colleges and schools, and employers who use alternative recruitment and training methods, are key contributors to attenuate the organizational challenges for training noted above. However, the challenges persist nonetheless.

On-the-Job Training (OJT) opportunities are expected to grow over the next several years. It is incumbent upon LWIA~5 to have funding available to meet the entry-level training needs for employers' new hires.

Accessing real time data, both current customer activities and future workforce demand, is a difficult challenge for all workforce development systems. Continued communication with area employers to ascertain short term and long-term job growth will be critical to the area's success.

It is challenging to address anticipated budget cuts while at the same time plan to meet future service expectations in order to meet the need. It is difficult to balance customer service, staff training, and the need to continually leverage additional resources. Sharing responsibilities among the partners and cross-training enables individual work groups to work as teams when needed in order to obtain new skills/ideas and to share best practices.

## **1. Leadership**

### **1.1 Senior Leadership—Vision, Values and Mission**

**(1) Vision and Values** SETDD/CARCOG has a senior leadership team that actively guides operational and programmatic features of LWIA~5. In addition to both SETDD and LWIA~5 professional staff, there are two very active leadership boards. The leadership team and boards worked collaboratively with WIA Career Center partner management early-on to arrive at a mutually developed vision and mission for the organization. Senior leadership maintains a strong focus on the system's mission, vision and guiding principles.

Two intensive, two-day strategic planning sessions are held each year with the system's authorizing boards; senior leadership and management staff provide comprehensive updates of the year's activities and progress toward meeting specific goals and objectives. These sessions conclude with setting goals for the upcoming year as well as longer-term goals for the future.

### **(2) Promoting Legal and Ethical Behavior:**

There are high standards for ethical behavior throughout SETDD. Appropriate professional standards are maintained and include individual adherence to the commitment to protect the confidentiality of customers and the avoidance of any conflict of interest. Strict professional standards are maintained throughout the agency. There is a strong commitment and adherence to a professional code of ethics which can be observed in the success of their work within the organization and their belief in the worth of the system to the region. Senior leaders not only lead by example, but also communicate their expectations of high standards regarding ethical and legal behavior.

Leadership values its staff as essential and works to establish an environment where contributions are rewarded and deficiencies are used as learning tools to provide appropriate interventions to ensure success.

**(3) Creating a Sustainable Organization:** Senior leaders realize that developing and maintaining a strong, sustainable



staff is vital to performance excellence, particularly in a complex organization. Highly skilled talent is attracted and engaged on the front end. A culture of professionalism, trust and commitment is inculcated and can become the foundation for maintaining seasoned employees and ensuring that their long-term involvement and performance is recognized and rewarded accordingly.

There is a standardized employee performance evaluation process that is conducted with each staff member that results in performance improvements. Both immediate supervisor and senior leadership participate in the process and provide written comments. Areas addressed include: communications; leadership; planning effectiveness, organization, and quality assurance; workplace behaviors and professionalism; and problem solving and decision making.

Senior leaders recognize that the loss of talent and knowledge to the organization can negatively impact performance. Every effort is made to appropriately cross-train staff in order to allow for smooth transitions. In addition, whenever practical or feasible, retiring, seasoned staff members frequently take advantage of opportunities to remain engaged in the organization in a more flexible, non-traditional working arrangement. A number of former staff provide transitional training and work on special projects and activities.

#### **b. Communication and Organizational Performance**

##### **(1) Communication**

Senior leadership strives to create an open environment of communication by encouraging innovation and creativity, providing on-going training opportunities and rewarding excellent performance. To achieve this goal, leadership maintains an 'open-door' policy and ensures that staff is properly trained, supervision is fairly administered, and the workplace is positive and rewarding. Personal achievements are acknowledged and teamwork is encouraged. Leadership works to engage staff and views its role as lead convener, mentor, coach, and guide.

##### **(2) Focus on Action**

Actionable organizational, programmatic and customer-focused topics and goals are identified through team planning and by being market responsive. Senior leaders remain engaged with stakeholders and provide staff opportunities to participate in the process. State and Federal regulations, policies and guidance provide opportunities for balancing value for customers and stakeholders. Feedback through surveys and stakeholder meetings/focus group discussions also contribute to the process. A market responsive approach provides a platform with which to demonstrate innovation, intelligent risk taking in order to achieve the organization's vision.

#### **1.2 Governance and Societal Responsibilities**

##### **a. Organizational Governance**

###### **1. Governance System**

The organization is monitored both programmatically and fiscally on an



annual basis by TDOLWD. In addition, SETDD has a yearly independent outside financial audit. All meetings of both the SETDD board and the WIB are public meetings advertised to the public in the newspaper. Detailed minutes of each meeting are kept on file and available to both funding partners and the general public. All required quarterly program and financial reports are reported to each individual funding source as required. The interests of the stakeholders are considered in all transactions relevant to the organization. Most of the stakeholders are either customers or partners; therefore, every effort is made, in accordance with the organizational ethics as well as abiding by regulations, to ensure the a fair and equitable delivery of services. Careful attention is given to avoid any conflict of interest regarding services.

## **(2) Performance Evaluation**

Performance of the Executive Director: The Executive Director is evaluated yearly by the Executive Committee of SETDD. The performance of all other senior leadership in LWIA~5 is conducted through the standardized employee performance evaluation process.

## **b. Legal and Ethical Behavior**

### **(1) Legal and Regulatory Behavior**

In order to effectively address adverse impacts on services and operations, leaders rely on building a top-performing system to limit the impacts and engage aggressive planning to respond quickly and efficiently. Ongoing monitoring of

processes allows corrective action to be taken in a timely manner. Performance goals are reviewed to ensure quality systems' operations. Status reports for quality assurance benchmarks are shared with staff along with recommendations for improvement and training to alleviate deficiencies. The senior leaders and staff recognize that two of the major stakeholders, taxpayers and legislators, expect effective and efficient utilization of funds dedicated to serve the workforce development needs within the region. The organization is keenly aware of all stakeholders' and customers' expectations regarding funds usage and executes plans and priorities of services within the legal and ethical boundaries accordingly.

### **(2) Ethical Behavior**

Organizational guidance and oversight, along with a strong system of checks and balances, ensures ethical behavior. The leadership strives to build ethical behavior through building an open and transparent work environment and ensuring staff that they will be supported in the event that they report any malfeasance by others. The administrative team provides as system of checks and balances as well as quality assurances in order to avert unintentional ethical compromises.

## **c. Societal Responsibilities and Support of Key Communities**

### **(b) Societal Well-Being**

Key communities are comprised of employers and individual customers whose supports include the organization and the key partners of the organization. The organization



supports key community of individual customers, in part, through the services provided by partners.

## **(2) Community Support**

Businesses and industries are supported through direct contact, participation by staff through memberships in professional and civic organizations, and participation through membership in local employer associations. Chambers of Commerce and various other economic and planning organizations are supported. Training providers, staffing agencies, educational entities, are supported. Staff is encouraged to participate with key supporting communities and take advantage of opportunities to support key communities.

## **2. Strategic Planning**

### **2.1 Strategy Development**

#### **a. Strategy Development Process**

##### **(1) Strategy Planning Process**

The Career Center System in LWIA~5 strives to be the premier provider of integrated workforce development services in the region. Partners to the system are either co-located or are separate entities whose relationship has been established through a memorandum of understanding outlining reciprocity within a mutually agreed upon referral system. Core partners include TDOLWD, WIA, SETDD, DHS, and AE. The system is guided by the collaboration of partners comprising the Career Center Consortium and planning activities are collectively conducted. Other key collaborative partners include

business and industry, economic and community development, education, organized labor, and community based organizations.

All partners utilize strategic plan development processes to establish system goals, develop and refine processes, and to ensure performance accountability. Techniques such as SWOT analyses, asset mapping, and brainstorming during planning sessions are relied upon to determine strategic challenges and opportunities. Short- and long-term planning horizons are dependent upon the task to be accomplished and the steps it will take to complete the task. For example, when partners are working collectively to help a major employer with start-up, planning time is frequently dictated by the external partner. If the task is especially challenging, the employer may elect to start planning more than a year in advance. Generally speaking, however, the partners work together closely to determine the timelines associated with planning an activity/event, revising a procedure or process, changing business or customer services, and/or redesigning a methodology. The task itself provides the framework for estimated response time. Consideration is made for workload, degree human resources involvement, plan scheduling and desired completion. It is also important to consider that plans can and do change, either out of necessity and/or uncontrollable external factors (i.e., economic downturns/recessions, newly defined priorities, etc.). As such, organizational agility and



operational flexibility are required; specifically, it is understood that oftentimes plans are subject to change.

## **(2) Innovation**

Senior leaders and staff employ innovative thinking and problem-solving where strategic opportunities exist. Even though the programs and services offered are prescribed by federal and state regulations/policies, there exists a means by which innovative approaches can be used to get the job done. A SWOT analysis provides revealing information regarding opportunities and, as such, creates the conditions for new and innovative ways to strategically plan. Additionally, as a front-line delivery agent, the organization stays abreast of market changes, shifts in technology, business/industry/job seeker preferences and competition. In short, by being market responsive, the organization creates additional avenues to execute innovative strategies.

## **(3) Strategy Considerations**

Data are collected and analyzed to address the following regarding the organization: 1) strategic challenges and strategic advantages, 2) sustainability, (3) "blind spots" in planning, (4) ability to execute plan. The multiple sources used to collect relevant data include the following:

- Employer surveys
- Individual customer surveys
- Labor Market Information
- Bureau of Labor Statistics
- U.S. Census data
- Strategic planning meetings

- Local Workforce Board committee meetings
- Economic Development data
- Regional employer announcements
- [www.jobs4tn.gov](http://www.jobs4tn.gov) job listings by employer
- Continued relations and partnerships with regional businesses and industries
- Workforce Consortia and Work Groups throughout the region
- Department of Education's Pathway to Prosperity initiatives
- Customer-focused and needs-focused services

Efforts are ongoing to ensure that timely and relevant strategies are developed and deployed.

## **(4) Work Systems and Core Competencies**

Work system decisions (programs and services) are primarily predetermined by law (state and federal mandates and regulations). However, the methods by which the organization organizes, strategizes and executes the plan are somewhat flexible. Key processes are also predetermined to a great degree by federal and state regulations. Future core competencies can be determined by future legislation; however, there are also waivers available which provides some flexibility regarding service delivery. LWIA 5 and SETDD remain flexible and responsive to changes in regulations, policies and guidance.

## **b. Strategic Objectives**

### **(1) Key Strategic Objectives**

Key strategic objectives include the following:

- Continuous improvement across all programs and services
- Integration of services (improving partner synergies)
- System efficiencies (avoiding duplication of services and funding)
- Improved youth services outcome measures (including Summer Youth Work Experience)
- Responsive job acquisition supports
- Expanded outreach efforts to attract non-traditional workers to the workforce system, particularly mature workers and workers with disabilities.

A one-year timeline is established to measure discernable improvement on cited objectives. As previously noted, the organization maintains a market responsive approach to workforce development and programs and services that are provided.

LWIA~5's Mission and Vision Statements are as follows:

**Mission:**

To meet the needs of businesses through incorporating a system of private sector articulation through regular input from regional employers. Afford job seekers equal opportunities to develop and maintain skills compatible with business needs.

**Vision:**

To provide an effective integrated system of service for the mutual benefit of both regional employees and employers.

**(2) Strategic Objective Considerations**

*LWIA~5's Guide for Building the Workforce:*

In order to build the regional workforce, LWIA~5 (WIA) management strives to determine and to proactively address the following additional key objectives:

- A reasonable estimation of the number of workers in demand and where they will be needed
- The length of time for training in order to meet the employer needs in a more synchronized fashion
- The number of qualified workers in the pipeline and an estimation of how many more need to be trained
- The jobs that will be available and when they will be available
- Identification of skills gaps among the regional workforce
- Jobs for participants while in training such as a Co-op Program or Registered Apprenticeships
- Other industries that will be competing for the same talent
- Job seekers' knowledge regarding available jobs and the requirements for those jobs
- Identification of the different groups of job seekers who

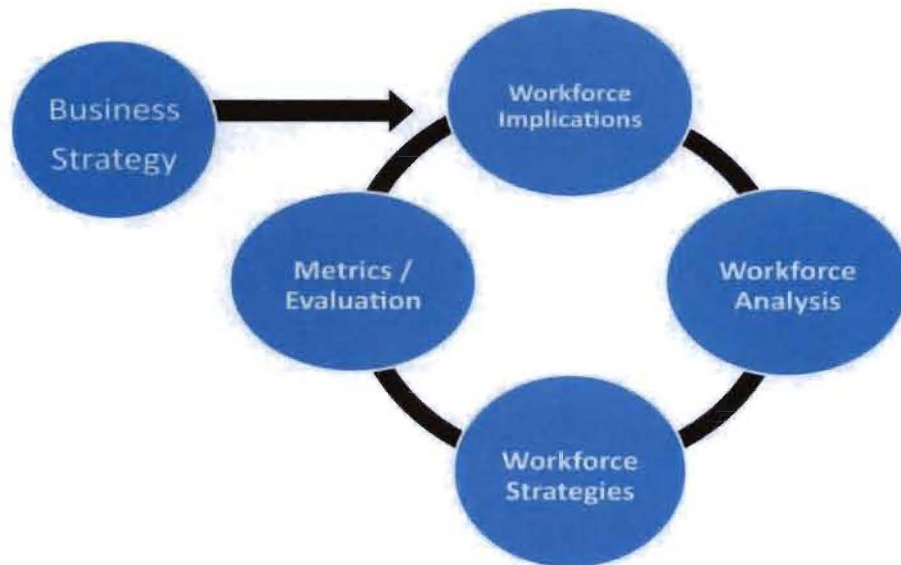


need different types of information and supports

*Objective: Organize workforce development efforts to maximize the effectiveness of regional (LWIA~5) initiatives to provide:*

Value to participants:

- Collaborations between educations, industry and community
- Focus on current jobs and current demand
- Target career pathways for entry-level employees that lead to future



## Workforce Planning Process

- Programs and curriculum built on industry requirements
  - Support from industry
- Value to training providers:
- Programs meet industry demand
  - Sustainable programs
  - Industry support
- Value to employers:
- Data to evaluate program effectiveness
  - Right number of students at the right time

It is widely accepted that the most effective workforce development initiatives are:

- advancement
- Aligned with education from pre-K through age 20+
- Link college credit and work experience

LWIA~5 will continue to capitalize on what is observed to be successful and apply available resources to those areas where the greatest impact can be achieved.

2. Strategic Objectives  
Considerations—Strategic objectives are established to respond to challenges and to capitalize on advantages and opportunities. LWIA~5 (WIA) recognizes that



opportunities for innovation are frequently advanced through the strategic goal-setting process and working to map out plans to attain goals. Effective data collection, in particular Primary Source Data from employers, can serve as the foundation for strategic planning and facilitate the identification of near-term workforce shortages and/or skill shortages. In contrast, Secondary Source Data (LMI, BLS, Census Bureau, etc.) may provide the long-range guideposts for future workforce development needs.

The Southeast Tennessee region is undergoing significant growth and is experiencing skill shortages in most of the technical areas that impact regional growth, particularly the transportation and logistics, healthcare, advanced manufacturing and STEM careers such as Engineering and Information Technology. These sectors represent the top four targeted career paths for LWIA 5. In order to address any worker shortages, the Career Center system accelerated its focus on technical training and made a concerted effort to expand opportunities and enrollments in programs designed to train the regional workforce in high-demand, high-wage careers. The Baldrige process will strengthen the system's strategic planning efforts going forward.

### **Impact of Future Technologies**

Much has been written about the addition of new jobs for renewable energy, energy efficiency and the Smart Grid. Current data indicate that the available or anticipated positions that focus on Smart Grid

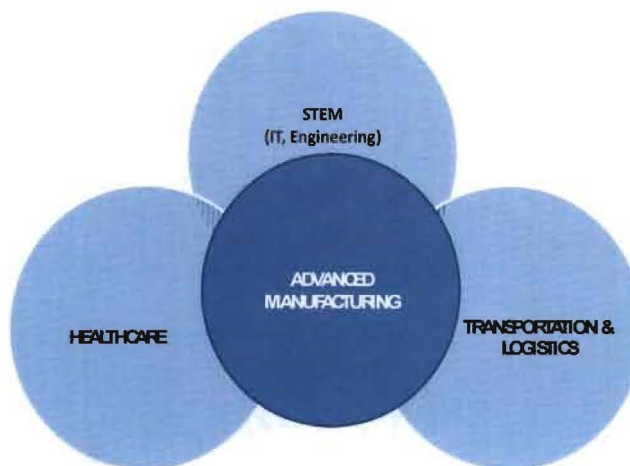
are/will be in management and engineering. The job titles listed include traditional titles such as Distribution Engineer or Project Manager, indicating that these are not likely to be unique positions but additional responsibilities for existing positions. By far, the largest number of emerging technology positions was in energy efficiency, since most utilities have had energy efficiency or demand side management programs in effect for decades. As with smart grid jobs, many of the positions are anticipated to be in management; however, this job category also showed multiple positions such as analyst, coordinators or consultants. Not enough data are currently available which stipulates dedicated positions in these emerging areas; therefore, it is difficult to extrapolate the number of future jobs. Most of the positions will not be discrete new jobs but rather existing positions with additional or new skills. In addition, since most of the positions named are consulting, engineer, analyst or management positions, it is likely that the positions will require a four-year or advanced degree.

The introduction of new technology does not always require new skills, but may require training on new equipment. Managing the data required to operate and maintain the Smart Grid system will also require data analytic and modeling ability. As the Smart Grid technology evolves, those employees will need to upgrade their knowledge for the new equipment and system requirements. In addition to the previously noted top three industry targets for

LWIA~5 focus, emerging sectors have been identified in the region at large. Emerging sectors are top-growth areas experiencing considerable and often rapid expansions of business. Within the Tri-State Region identified by nSPARC's research report, there are several new or expanding businesses that will both directly and indirectly impact job creation. In fact, the region is currently home to two of the three largest expansion projects in Tennessee, and projections for the region indicate that 20,000 jobs will be created over the next 10 years as a result of new and expanding businesses. A prime example of a business that will both directly and indirectly create jobs in the region is

Volkswagen. Volkswagen has recently completed its hiring phase and has filled 2,000 jobs. Indirectly, as many as 8,000 other jobs via support businesses and increased economic activity in general may result from Volkswagen's presence. The ability of the region to attract, retain, and expand businesses will very much depend on its ability to sustain the growth of a high-performance workforce. A list of new and expanding businesses with the potential to boost job creation in the region is provided in the table below.

**LWIA 5: 4 Areas of Focus for Training and Workforce Development**





JOB GROWTH IN EMERGING SECTORS		
FIRM	DIRECT	INDIRECT
Volkswagen	2,000	8,000
Wacker Chemie AG	500	1,500
Bellefonte Nuclear Facility	400	1,200
AP Plasman	350	1,050
Gestamp	230	690
IVC	115	345
Bentley Dye	75	225
TVA Nuclear Training Center	50	150
Southern Tool Steel	45	135
Genera Energy	20	60
Mann+Hummel	50	150
<b>Total</b>	<b>4,185</b>	<b>14,555</b>

## 2.2 Strategy Implementation

### a. Action Plan Development and Deployment

#### (1) Action Plan Development

- Action plans are developed by leaders, front line staff and partners to meet strategic goals and objectives. The formal coordination of efforts among partners provides the framework for prioritizing activities and facilitates a venue for open discussion of short and long-term goals and

work plan benchmarking to meet those goals.

- The partners deal effectively with finite resources and generally work by allocations and grants. Resources are balanced by calculations of fixed costs and estimates of other non-fixed costs.
- When circumstances require a shift in plans and rapid execution of new plans, the partners mobilize the necessary resources, teams,

and knowledge for accommodation.

- Key short / long-term action plans are all based on (and also contribute to) continuous system improvement.
- Individuals are cross-trained in order to avoid interruptions of services.
- Performance Indicators and Measures are established by the Department of Labor to measure employment, job retention and wages for Adults and Dislocated Workers. Youth measures include: job placement, attainment of credential, and literacy / numeracy gains. The Local Workforce Investment Board tracks progress on the action plans.

## **(2) Action Plan Implementation**

The action plan implementation is evidenced in the LWIA-5's market responsiveness.

## **(3) Resource Allocation**

The recent and dramatic economic downturn has resulted in higher numbers of layoffs / closures and has generated greater system usage, placing increased demands on the staff. Simultaneously, federal and state funding has been significantly reduced. The organization continues to prioritize fund allocations where needs are the greatest. At a minimum, staff meet quarterly to review expenditures, obligations and available funds. The review may result in changes for allocations in order to meet the current demands for services which further support

the assertion that the system is flexible and market responsive.

## **(4) Workforce Plans**

The organization anticipates that the workforce will be sufficient to manage services to the customers assuming that funding remains relatively stable in the near- and long-term. Current plans are aligned with available funding; funding affects capacity needs. Capability is also directly related to funding. Due to current budgetary constraints, capability and capacity will most likely remain static. The organization is committed to astutely leverage all available funds in order to maximize the services to key customers.

## **(5) Performance Measures**

Measures are established by the Department of Labor and include job placement, job retention and wages for Adults and Dislocated Workers. Youth measures include: job placement, attainment of credential, and literacy / numeracy gains. The Local Workforce Investment Board tracks progress on the action plans.

## **(6) Action Plan Modification**

Changes to the plan must be approved by the Local Workforce Investment Board in LWIA 5. Depending on the nature of the modification, the TDOLWD may also need to approve the requested changes. Plans are rarely changed since the measures are negotiated with TDOLWD prior to the following program year. Implementation of modified plans would be a relatively simple process and would require little effort other than a re-calibration of progress indicators.



### **b. Performance Projection**

Performance projections are negotiated by the TDOLWD and are established to show continuous improvement each year. Performance is generally comparable to competitor performance. When performance is unmet and/ or system weaknesses noted, operational adjustments are made. Benchmarks and goals support required performance projections

## **3. Customer Focus**

### **3.1 Voice of the Customer**

#### **a. Customer Listening**

##### **(1) Listening to Current Customers**

The primary customer is the employer. The key question for the employer is: "What are your needs?" Employer surveys, employer Workforce Investment Board participation, new business/industry start-up announcements, anecdotal information from partners (i.e. training providers, Chambers of Commerce, etc. ) are some of the ways the organization listens to its customers. Fulfilling the needs of employers by connecting skilled workers to jobs in demand is the ultimate goal of the system. Ongoing dialogue with customers is critical to the system in maintaining product relevancy, service implementation, and to making market adjustment where saturation or demand changes occur.

The secondary customer is the individual. The key question for the individual customer is: "what are your needs?" Individual customer

surveys are not sufficient to obtain the immediate information regarding their needs.

##### **(2) Listening to Potential Customers**

The frontline staff (case managers) provides information leading to customer choice/preference regarding training needs, for example. Case managers provide career and workforce development information/guidance which requires one-on-one dialogue with the customer. Core services, such as job search assistance and resume' assistance are also provided to customers as needed. Intensive services require more intensive dialogue as well as additional information in order to determine eligibility in a training program or supportive service.

#### **b. Determination of Customer Satisfaction and Engagement**

**(1) Satisfaction and Engagement** Employer and job seeker satisfaction surveys are used to provide service analysis and system feedback. Other modes of market evaluation are also employed; the system utilizes the voice of the customer to measure existing services and to adapt to changes in expectations. Youth customers, for example, frequently communicate their message through planned group activities. The effectiveness of marketing materials, program adjustments, and service strategies are tested through focus groups. Employers participate in and benefit from roundtable discussions where topical areas of



interest are explored. Adults and Dislocated Workers provide effective input through utilizing a variety of sources including suggestion boxes, customer surveys, follow-up contacts, exit interviews, and random-sample monitoring conducted by the system's Performance and Accountability Officer and LWIA~5's (WIA) Quality Assurance Manager. Once information is gleaned from the various customer groups, the Workforce Board, management and consortium partners are consulted to formulate plans that integrate system improvements designed to effect higher-levels of customer satisfaction. As adjustments are made, their effectiveness is monitored and feedback is provided.

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### **3.2 Customer Engagement**

#### **a. Product Offerings and Customer Support**

##### **(1) Product Offerings**

The organization uses a market responsive approach which is a customer-centric model that is driven by the voice of the customer. The model improves market position, meaning that targeted industry sectors are aware of the workforce organization, its service delivery organization, and its products and services (brand awareness); value the products and services (brand equity); and access the products and services when the need arises (market share). Most importantly, market position will lead to enriching partnerships with

##### **(2) Dissatisfaction**

The Career Center System utilizes 'voice of the customer' information when dissatisfaction may be communicated. In order to assure continuous improvement and to identify opportunities for customer satisfaction, measurement tools utilize customer feedback. Although LWIA~5 (WIA) fully pledges to the 'customer choice' model, if and when internal analyses of the regional job market indicates a need to change focus, customers are informed and guided to pursue alternative and approved training options since the overarching objective is job placement in a high-demand, high-wage career pathway.

key stakeholders to help market the mission of workforce development. The organization's value system is centered in strong customer focus resulting in repeat customer use and loyalty.

##### **(2) Customer Support**

In order to build confidence, trust, and customer loyalty, Career Center System professional staffs are encouraged to integrate themselves into civic and community affairs. Advancement of the system is built on a strong foundation of relationships. Public contact, feedback, listening, follow-up, accountability monitoring, and performance review facilitate the measure of customer satisfaction. Revisits for system usage and system referrals are monitored to provide additional indicators of satisfaction.

Negative customer experiences are immediately remedied.

Customer communication is maintained on an ongoing basis and frequently lasts longer than the one-year follow-up required post-exit. Employers are contacted when referrals are made to ensure that their engagement with the system was positive.

### **(3) Customer Segmentation**

While state-wide customer satisfaction data are available, measurements are needed at the local level on a more frequent basis. Understanding and listening are keys to appropriately evaluating customer feedback for continuous improvement. LWIA~5 continues to identify ways to determine satisfaction levels. Increasing technological advancements, coupled with an evolving labor market, require flexible, market-driven responses. Staff provides comprehensive, fact-based information to customers and utilizes personal contact, surveys, and feedback forums to analyze trends and conduct forecasting.

## **b. Building Customer Relationships**

### **(1) Relationship Management**

WIA staff members sponsor events such as job fairs, employment law seminars and employer association meetings in order to help build customer loyalty, trust and familiarity. Outreach and marketing efforts are conducted region-wide and customers are encouraged to provide both positive and negative feedback. Any negative comment or complaint is immediately followed

with a contact. Customer access to file concerns is routinely evaluated and staffs are trained in appropriate processes to deploy for intervention.

### **(2) Complaint Management**

Every customer complaint is priority-processed. Complaints may be registered verbally or in any other manner more comfortable to the customer. Complaints are shared with appropriate management staff and an immediate plan of response is deployed. Appropriate intervention is made and engagement of the Board and/or management is contingent upon the seriousness of the complaint. The more serious complaints are taken to senior management and the Workforce Board. Response must begin on complaints within 24 hours of receipt.

Formal grievances are processed according to the organization's Grievance Procedures. For Program Year 2010, no grievances were filed.

Strengthened relationships and approaches to providing customer access are kept current with business needs and through oversight by the Workforce Board. Management works hand-in-hand with the Board to closely monitor system performance and ensure that benchmarks are established and met. The Local Workforce Board plays a pivotal role in ensuring that business and industry needs are central to system operations. To stay abreast of system issues and gauge the tenor of the market in a timely manner, the Board's Executive Committee convenes key staff on a regular basis. The Board-approved target



industries influence WIA's training priorities in order to support training in areas of high demand as determined by business and industry need. The 2012 top three sectors that are emphasized for training include advanced manufacturing, energy (including clean energy construction and smart grid technologies), and health care. Other sectors, where the job market is very promising, are not excluded (i.e., construction, transportation etc.).

**Example: Customer Focus and Engagement—LWIA 5's Youth Program**

Beginning in PY 2011, the TDOLWD as well as the Local WIB directed that operation of the WIA Youth Program transition externally for seven of the required elements pertaining to youth services in order to improve the quality of the youth services.

LWIA~5 Youth Program is increasing its focus on services provided to out-of-school youth, particularly emphasizing technical training available through the individual training account (ITA) system as well as Supportive Services. Paid and/or unpaid work experience and job shadowing also remain a focus. These services are suited for mainstreaming through the Career Centers.

*Annual Summer Youth Program:* LWIA~5's 2011 Summer Youth Program expanded on the improvements in the previous summer to create services with programmatic and logistical gains.

The Summer Youth Work Experience began with the "World of Work Orientation" on June 1, 2011. The orientation prepares the youth participants for the workforce through the introduction of "soft skills" including, for example, time-management, responsibility, leadership and motivation. On June 6<sup>th</sup>, 170 youth participants began their paid, work experience program at 60 public and private worksites in the nine-county Local Workforce Investment Area~5 (Bledsoe, Bradley, Hamilton, Marion, Meigs, McMinn, Polk, Rhea, & Sequatchie). Youth are paid \$10 per hour for a maximum of 30 hours per week. At the end of the six-week summer program, selected youth experienced a trip to Washington, D.C. and subsequently participated in projects to assist the American Cancer Society.

The program had worksites which were more diverse and provided a broad array of worksite experience for eligible youth. The variety of worksites increased opportunities for youth working across LWIA~5 in each of the 9 counties.

Additionally, the program benefited through the partnerships with the Mayors' offices in all nine counties in LWIA~5. The Mayors were eager to participate and provide leadership and role modeling to participating youth. Moreover, the Mayors' participation also led to their contribution of additional worksites. They also participated in the orientation sessions, inspiring the youth to be a leader in their community and do "good work." The engagement of the Mayors' offices

provided the additional layer of community and public support that helped boost the enthusiasm of the program.

LWIA~5 also improved the Orientation and Training session prior to launching the Work Experience Program. The two-day session included the typical “rules”

and “housekeeping,” but additional components included a Job Interest Survey, Goal-Setting, Importance of the Resume and Basic Soft Skills for Job-Keeping. After orientation the youth were prepared for six-weeks of work, 30 hours per week, earning \$60 per day, to be paid weekly. Pre and post-test evaluation were used to test benchmark initiatives.

### PROGRAM DESIGN

<b>Orientation Training</b>	<b>Six Weeks of Work</b>	<b>30 Hours Per Week</b>	<b>\$10/hour</b>
<b>Weekly Payroll</b>	<b>Pre-test &amp; Post-test Evaluations</b>	<b>Benchmark Incentives</b>	<b>Community Partners</b>

The LWIA~5 program had particular success with a new priority and focus. In the present economy, 17-21 year olds are struggling more than ever to find meaningful and wage-adequate work. The 2011 Work Experience program focused on this population. By focusing on the 17-21 year age range, many of the participants were in a work-ready status, either because they had already finished school or because they had more flexible post-secondary school schedules which allowed the employers to coordinate employment opportunities for

qualified candidates. Employers expressed their satisfaction with the older and more prepared participants and, in fact, some were actually hired at the completion of the program. Other participants used their experience to leverage internships at the end of the program. In addition, the Work Experience attrition rate was extremely low, most likely due to the dedicated, serious, mature, and work-ready youth.





organizations to save money during these current economically challenging times. According to the work-sites, much of the work that the program participants accomplished would have simply remained undone had the Summer Work Experience program not occurred. Youth and work-sites alike reported an increased sense of community through the experience.

It was noted that a large portion of the wages earned by the youth was spent in the community. The majority of the youth reported that money earned would be going to educational expenses, purchase of transportation to assist with education and/or employment, or to rent and utilities in the area. In short, the beneficiaries of this program were widespread throughout the region.

The capstone event for the 2011 Summer Youth Work Experience involved a four-day tour of Washington D.C., July 28 – 31.

Regional Work Experience participants, who participated during a six-week fund-raising project for the American Cancer Society and netted approximately \$10,500, were selected to travel to the nation's capitol.

Youth—Leadership Academy—from Local Area~5 and were accompanied

by Career Centers' Workforce staff and management.

The tour included a variety of historical and educational attractions and memorials, such as Washington Monument, Arlington Cemetery, Lincoln Memorial, Holocaust Museum, the Capitol, Smithsonian and other national landmarks. Youth also participated in a forum at the U.S. Department of Labor and Employment and Training Administration with Assistant Secretary Jane Oates and Evan Rosenberg, Division of Youth Services for the Office of Workforce Investment. Youth were given the opportunity to share with Workforce leaders their success stories, express the impact of the program on their lives, and their appreciation of the Youth Program in our region.

On the steps of the Nation's Capitol, the Leadership Academy engaged in a Q&A session with the Congressman for Tennessee's 3rd Congressional District. A wide variety of topics were covered including the current challenges that Congress has been facing as well as workforce development.

Data	Total	Hamilton	Polk	Meigs	McMinn	Rhea	Bledsoe	Seq.	Marion	Bradley
<b>Total Participants</b>	<b>170</b>	48	13	13	20	14	13	13	16	20
<b>Total Worksites</b>	<b>60</b>	12	5	5	5	6	7	6	6	8
<b>Hours Worked</b>	<b>30,600</b>	8,640	2,340	2,340	3,600	2,520	2,340	2,340	2,880	3,600
<b>Male</b>	<b>83</b>	21	8	7	11	6	6	7	11	6
<b>Female</b>	<b>87</b>	27	5	6	9	8	7	6	5	14

services to veterans and other target

DOL-funded programs; the recent

launch of the "Gold Card" initiative will provide additional incentives for services and jobs for veterans.

To safeguard service protection for the veteran and covered family members, the system promotes preferential service status through site-posted informational signage; well trained Labor staff work diligently with Career Center partners to ensure protection of priority and to advance the advocacy of service to veterans through all DOL employment and training programs.

#### **4. Measurement, Analysis and Knowledge Management**

##### **4.1 Measurement, Analysis and Improvement of Organizational Performance**

###### **a. Performance Measurement**

(1) **Performance Measure**—In LWIA~5, the performance measurement system includes the consideration of customer needs, (employees and employers), the industry-driven, market responsive services which are provided, and the mandates from State and Federal entities. Management and staff review performance data monthly and report the results to the Workforce Board. Standards are established by the State; for Adults and Dislocated Workers standards measure employment, retention and earnings. Youth performance measures include placement in employment or education, attainment of degree / certificate, and/or literacy/numeracy gains.

(2) **Comparative data** from other LWIAs, local and regional businesses

providing similar services, and industry trends relative to the regional market are routinely gathered, qualified and analyzed for targeted areas of improvement. Data are reviewed in terms of benchmarks attained and performance outcomes. The use of standards and benchmarks serve as improvement indicators and enhance overall performance.

(3) **Customer data** are examined to discern areas of strengths / weaknesses that directly correspond to the organization's goals and objectives. Direct input from LWIB private sector members opens lines of communication with their colleagues across the business and industry community. Input derived from Board members and their contacts is utilized to make system adjustments, particularly to ensure that employer services are continuously improving.

###### **(4) Measurement agility**

The organization's performance measurement system is able to respond to changes when state-negotiated performance measures are modified. Similar to the market responsive approach to customers, the organization will identify the variables that will affect the attainment of goals and will make the necessary accommodations in order to achieve those newly adjusted goals. This may be accomplished, in part, through existing training provider partnerships and their recruitment strategies. All variables impacting performance measures will be identified; the organization will then determine the most suitable course



of action necessary to achieve the new measures.

#### **b. Performance Analysis and Review**

Senior leadership, mid-level management, and front-line staff assess information collected, the methods of collection, and the results. The data are reviewed on an ongoing basis and is discussed with the entire staff and partnering agencies as well as the LWIB. Compliance with strategic objectives and State and Local plans is verified. Organizational-level analyses consisting of eCMATS reports as well as customer satisfaction feedback are communicated to the LWIA staff; changes to operational processes are integrated to support innovation.

LWIA~5 partners meet as needed to clarify and revise operational processes and to ensure continuous improvement. Data and information are made available to employees through staff training, cross training, and procedure/process updates.

#### **c. Performance Improvement**

##### **(1) Best Practices**

Senior leadership, mid-level leadership and the Workforce Board review processes in to order to improve performance. Weekly administrative staff meetings provide a forum with which to address processes, quality controls and performance results. Best practices and/or promising practices are often identified based on factors other than performance. Currently, individual customers are benefiting from participating in basic computer skills classes offered at no charge. The classes are not meant to compete

with training provider partners, but rather to provide individuals with the basic knowledge of Microsoft Office applications. The intended results should be that an increased number of individuals will be able to: 1) navigate through Microsoft applications for personal and professional purposes; 2) increase self-confidence using a computer; 3) engage in self-directed services at the Career Center.

##### **(2) Future Performance**

Performance review findings may impact future performance. If the results appear to predict negative future outcomes, then current practices and/or processes must be modified in order to avoid going the wrong direction in terms of results. Positive predictions of future results may not require action in terms of program, process or practices.

##### **(3) Continuous Improvement and Innovation**

Continuous improvement is based somewhat on performance review findings; however, more emphasis is placed on the voice of the customer as well as federal and state mandates, guidance and policies.

#### **4.2 Knowledge Management, Information, and Information Technology**

##### **a. Organizational Knowledge**

##### **(1) Knowledge Management**

Knowledge collection and transfer occur through teamwork and shared responsibilities. Organizational staff engage in task sharing. Task sharing facilitates quality assurance as well as knowledge collection and transfer.



## **(2) Organizational Learning**

The organization provides staff development meetings during the year. More importantly, organizational staff engage in task sharing. Task sharing facilitates quality assurance as well as knowledge collection and transfer.

## **b. Data, Information and Information Technology**

### **(1) Data and Information Properties**

Organizational data and information are revised and updated continuously to ensure accuracy, timeliness, integrity, reliability, security and confidentiality. Management and staff are kept fully apprised of any changes to processes or procedures.

Digital data and information are made available through utilization of electronic systems, such as eCMATS, designed to manage, track and house information. LWIA-5's (WIA)

website is continually updated and customer inquiries and comments receive priority response.

Organizational knowledge is managed through the collection and transfer of workforce knowledge via mutually agreed upon processes among partners. The system website provides just-in-time information to the general public, customers, partners, and employers.

Information and critical organizational knowledge is also imparted to staff through training sessions which include internal and partner-sponsored cross-training, mentoring, shadowing, employee handbooks resource materials and procedures manuals. Best practices are highlighted at each quarterly WIB meeting. A comprehensive

review of organizational knowledge is conducted prior to development of strategic plans to ensure that relevant knowledge is incorporated in strategic planning.

### **(2) Data and Information Availability**

The network is closely monitored to ensure reliability and receives regular upgrades. Only authorized SETDD personnel may access the Local and Wide Area Network. All software received is tested prior to installation. Data and information systems are updated routinely to ensure relevance with business and job seeker needs. The Staff are required to sign 'User Agreements' that protect the security and confidentiality of the system. Firewalls and password-protection controls also enhance security and confidentiality.

### **(3) Hardware and Software Properties**

The SETDD Disaster Recovery Plan includes the availability of duplicate network and computer equipment to be used for replacement hardware should existing hardware be destroyed or damaged. Data backups for both the current system state of each server as well as all critical data are maintained. Critical data backups include department shared files, as well as user files and mailboxes. These files are backed up nightly and are stored at a remote off-site facility. Data backups can be restored via the internet at any time. For mass data restoration, data can be received by shipment.

### **(4) Emergency Availability**



The data and information mechanisms, including software and hardware systems, are kept current as business needs dictate. The network is managed by an internal team of IT staff with industry-recognized credentials.

## **5. Workforce Focus**

### **5.1 Workforce Environment**

#### **a. Workforce Capability and Capacity**

(1) The Career Center System's viability depends on the organization's ability to select qualified professionals to provide front-line customer service. The organization is dedicated to providing ongoing training and support to ensure that goals are achieved and customers are satisfied with the services. Annual reviews are held by senior management where individual performance for the year is discussed and new goals are established.

Capacity needs are examined at a minimum on a quarterly basis—the total number of customers served by front-line staff and the resultant case loads per staff member may impact capacity needs.

Workforce capability is examined regularly as well. Staff trainings are conducted each quarter. Regional training conference are attended by current staff and new hires which reinforce workforce development skill sets. Updates provided by the TDOLWD and/or DOL/ETA are shared with staff in order to comply with state and federal regulations.

The management team identifies staff to attend various conferences and seminars to stay informed. Both front-line and management staff are provided a full-range of computer training to assure that available technology is utilized appropriately. Where applicable, the transfer of knowledge from employees who will leave the organization is encouraged; cross-training of staff is ongoing. Seasoned professionals are frequently provided an opportunity to remain engaged with the organization through flexible work arrangements.

Individual training needs are addressed during annual performance reviews and may be requested through immediate supervisors at any time. Annual performance reviews of staff are evaluated and feedback is provided that recognizes competency attainment and the performance level in each behavioral category. Ratings in each performance category as well as overall performance ratings are used to design individual development plans. Skill levels and ranges serve as the framework for all employee salaries and are based upon education and experience relevant to each position. The general pay scale is adjusted by the Boards and Senior Leaders on an annual basis to ensure compatibility with prevailing salaries. Specific compensation is based on duties, performance, longevity, market competitiveness, and funding availability.

#### **(2) New Workforce Members**

Workforce development staff is hired follow EEOC guidelines and any person with the required



qualifications may apply for the positions that are posted in the regional newspapers and online. Internal SETDD staff are also given an opportunity to apply for open positions.

Recruitment and hiring of new employees is crucial to the system. All jobs are posted internally prior to public notice. The organization strives to provide a diverse, culturally open, and progressive environment. The hiring process involves fair selection for a suitable candidate for open positions.

### **(3) Work Accomplishment**

The organization (WIA) is conducive to high performance and is able to maintain that performance through consistent employee feedback. Employees are required to participate in training activities. Employees are also expected to provide feedback to their respective supervisors when they may be experiencing performance issues or when operational processes need adjustment. Management engages in the organization's decision-making-process conscientiously.

### **Workforce Change Management**

The organization is aware that the funding sources which support the operations and services may be experience fluctuations. Senior management examines all funding fluctuations in terms of how they may impact workforce and services. The organization has experienced two separate reductions in workforce in the past five years due to funding reductions. It is possible that if future funds are reduced, then

additional reductions in staff may occur. Management explores all other possibilities prior to implementing changes in staffing levels where reductions may be necessary.

Knowledge transfer is key to continuity. As mentioned, staff works in teams with overlapping responsibilities where appropriate which fosters continuity of work and services.

### **b. Workforce Climate**

#### **(1) Workplace Environment**

The management team addresses health and well-being by encouraging and rewarding employees who engage in a healthful and/or exercise activity for thirty minutes each workday. Staff who participate in the 30-minute activity and successfully achieve their personal goals are provided a "free" annual leave day. Additionally, the workplace has hand sanitizing stations throughout the office space in order to prevent illnesses through contact with staff members or customers.

LWIA 5 and its partners operate under a universal accessibility plan which provides accommodations and accessibility to diverse customers including persons with disabilities.

Policies are in place to comply with and/or exceed the terms and conditions of the laws, codes and ordinances, including Federal, State and Local, which may pertain to the health, safety, and security of all staff, guests, and customers. A site Safety Manager maintains an up-to-date and workable emergency plan to



address natural disasters, emergency medical issues, weapons, evacuations, power outages, and hazardous materials. The safety plan is provided to all employees and posted at each center.

## **(2) Workplace Benefits and Policies**

The organization provides staff with a wide array of competitive benefits and services. In addition to following all federal laws and regulations regarding leave (FMLA), the organization provides an Employee Assistance Plan for additional supports. Key benefits include health insurance and a fixed pension through the Tennessee Consolidated Retirement System which fully paid by the organization.

The organization's fringe benefits package exceeds what is required by law; personnel policies are fairly administered and kept current through regular updating of personnel policies and procedures incorporated in the Employee Handbook.

## **5.1 Workforce Engagement**

### **a. Workforce Performance**

#### **(1) Elements of Engagement**

The Career Center System's viability depends on the organization's ability to select qualified professionals to provide front-line customer service. The organization is dedicated to providing ongoing training and support to ensure that goals are achieved and customers are satisfied with the services. Annual reviews are held by senior management where individual performance for the

year is discussed and new goals are established

## **(2) Organizational Culture**

The organization (WIA) is conducive to high performance and is able to maintain that performance through consistent employee feedback. Employees are required to participate in training activities. Employees are also expected to provide feedback to their respective supervisors when they may be experiencing performance issues or when operational processes need adjustment. Management engages in the organization's decision-making-process conscientiously.

## **(3) Performance Management**

The effectiveness of WIA staff, WIA leadership, and the respective career development and training is evidenced through its performance.

Career progression is encouraged through the performance evaluation process that outlines benchmarks and goals. Succession planning, particularly for management positions, is accommodated through an ongoing system of peer tutoring and cross-training. Compensation is determined via performance-based measures through periodic performance evaluations.

## **(b) Assessment of Workforce Engagement**

### **(1) Assessment of Engagement**

Workforce engagement is gauged by low-turnover, low rates of absenteeism, and when staff meet or exceed expectations. Members of the staff are considered major stakeholders in the process and encouraged to communicate openly with management. There are no



unresolved grievance and/or EEO complaints outstanding.

## **(2) Correlation with Business Results**

The organization's workforce engagement assessment findings are positively correlated with productivity and business results. As a customer-focused organization, the team strives to align workforce development with business and industry needs; the end result of which is a well-trained workforce with newly acquired skills which meet employer expectations.

The absence of workforce complaints, grievances, absenteeism and safety issues are clear indicators of a workforce that stays engaged with customer-focused productivity. Additionally, the organization boasts of high retention among the workforce which clearly measures the dedication and commitment to quality towards customers, work processes and systems.

## **(c) Workforce and Leader Development**

### **(1) Learning and Development System**

The development of new products, services and work processes is integrated with the utilization of the most recent technologies to manage the organization's core competencies, retain a clearly defined jobseeker and business focus, surpass performance expectations, and address strategic challenges and action plans. The system's flexibility lends itself to deployment of rapid and straight-forward response to changing business needs.

## **(2) Effectiveness of Learning and Development**

The organization is quality-focused and results-oriented. The organizations learning and development system's effectiveness is measured simply through observations of sustained and continued successes related to the mission, vision and goals of the organization.

## **(3) Career Progression**

Organizational leaders encourage all staff to continually seek opportunities to progress in their chosen careers. Staff is encouraged to apply for vacant positions that will enhance their careers and help the organization; the organization offers a variety of cross-training opportunities.

## **6.00 Process Management**

### **6.1 Work Processes**

#### **a. Product and Processes Design**

##### **(1) Design Concepts**

In addition to full adherence to the law, policies and regulations of Workforce Investment Act, core competencies and work processes are designed by ongoing environmental scanning of current workforce training and employment needs, while identifying strategic partners' and stakeholders' goals and needs relative to workforce and economic development. The suites of employment services are significant components of the design and are tied to high-growth and high-demand business sectors and



talent assessment, development and recruitment.

Businesses, educators, collaborators, stakeholders and staff collectively seek the same goal which is the byproduct of the work process: develop a competitive workforce with high-demand skill sets for high-growth careers leading toward self-sufficient wages. Labor market information, job growth rate statistics, regional job needs and many other sources are utilized in order to identify high demand/growth sectors. The regional employers supply online job orders and customers are provided jobs lists that identify open positions for which they qualify.

## **(2) Product and Process Requirements**

The organization strives to deliver outstanding service in terms of recruitment, training, employment services, job search resources, and individual career counseling. These are the core requirements of the mission and vision of the organization. Embracing a universal access approach, the organization endeavors to provide critical resources to all individuals in need of career information and employment support.

Key work process requirements, incorporating input from customers, suppliers, partners, and collaborators, is complex and result in the suites of services for customers

### **(b) Process Management (1) Process Implementation**

Governing legislation predetermines the overall

establishment of work systems through regulatory compliance. The local system, however, has the latitude to set appropriate operational policies, procedures and work processes in place. The organization's Workforce Board approves local area interpretation and work process change. The Board is instrumental in supporting business and stakeholder relations and developing economic development strategy. Program modifications are initiated by staff and administration and approved by the WIB. Work systems are continually examined to assure the effectiveness and to increase overall performance.

## **(2) Support Processes**

Key support processes are determined on an continuing basis through feedback from customers, state and federal policy and regulatory mandates, the Local Workforce Investment Board (Oversight Committee), stakeholders, and organizational management and staff.

## **(3) Product and Process Improvement**

Long and short-term strategic planning is vital for work process design and improvement. New technology and organizational knowledge are essential to meeting customer need. Cycle time, productivity, return on investment and efficiency are monitored through financial, programmatic and performance outcomes. The development of more effective systems to measure these processes is ongoing. Simply stated, process management improvements result

largely from day-to-day observations of customer flow and customer services.

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## **6.2 Operational Effectiveness**

### **a. Cost control**

The organization steers the system with ethical, accountable leadership. Costs associated with tests, audits, etc., are kept reasonable through negotiation. Service errors are minimized through close internal monitoring. Competitive bidding is utilized in the procurement process according to the organization's policies and procedures manual.

### **b. Supply chain management**

The organization has no product-derived or product-based supply chain which may directly impact the finished product.

### **c. Safety and Emergency Preparedness**

#### **(1) Safety**

#### **(2) Emergency Preparedness**

The organization provides annual training on emergency readiness and workplace safety; guidelines are provided to staff. In the event of a weather-related emergency, staff members have been instructed to rely on local media (e.g. cable TV) as their primary source of information. In the event of a workplace emergency, specific instructions have been given; management ensures

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that staff is prepared to handle such events.

### **d. Innovation Management**

While innovation may not be appropriate where state and federal regulations/policies apply, opportunities exist to employ innovative strategies for customer services and work processes. The organization continuously seeks better, more efficient ways to deliver services and to do the work. Strategic opportunities are pursued if funds are available. Innovation management is simply the organization's ability to strategically apply time and dollars to improve outcomes, processes and products.



## **7 Results**

### **7.1 Product and Process Results**

#### **a. Customer-focused Product and Process Results**

Performance and improvement models of data management in key business areas, including standardized measuring tools to determine product and service outcomes, customer-focused outcomes, financial and market outcomes, process-effectiveness outcomes and leadership outcomes are under development. Internal testing of data collection instruments will be validated prior to formal deployment.

#### **b. Work Process Effectiveness Results**

##### **(1) Process Effectiveness and Efficiency**

TDOLWD provides an electronic data tracking system which, in part, tracks the primary customers' services. *DOLCE VITA* is a database provided by the state which provides tools for performance metrics tracking and reporting. Recruitment results for employers are tracked through placement and retention. Pre / post employment outcomes are tracked through outcome data.

Training sessions are tracked as completed and are correlated closely with employee retention rates.

Performance is measured against other similar organizations across the state and is provided annually by the state.

Key work processes are measured, in part, by both internal and external performance statistics. Key work

processes must perform at optimal rates in order to meet mandated performance measures and in order to remain compliant with Board expectations. The organization provides annual training on emergency scenarios and workplace safety. The purpose of the emergency plan is to establish a process for all employees to follow in the event of an emergency. It is the policy of the organization to comply with all laws, codes and ordinances, including Federal, State and Local, which may pertain to building safety. (2) An exceptional team staffs WIA in LWIA~5. Most positions require a minimum education level of Bachelor's degree; many of the staff has post-graduate experience. The majority have several years of experience in workforce. Staffing levels are appropriate and adjusted according to need.

##### **(2) Emergency Preparedness**

Current measures for emergency preparedness include the level of understanding among staffs regarding emergency procedures and safety precautions. Periodic training and/or email communiqués are provided to staffs (all partners) on these topics. Staffs have communicated that there is a clear understanding regarding procedures during an emergency.

#### **c. Supply-Chain Management Results**

There is no supply chain which directly impacts the organization's products, namely, workforce development.

### **7.2 Customer-Focused Results**

#### **a. Customer-Focused Results**



### **(1) Customer Satisfaction**

The organization's employment outcomes and training-to-employment outcomes are key measures of program success. Whether the customer is a job seeker or an employer that needs recruitment, training or assessment services, the key indicator of success is customer satisfaction. Customer surveys are given to both individuals and businesses in an effort to identify methods, processes and/or services that meet the needs for the organization's foremost goal: workforce enhancement.

The organization's primary customers—regional businesses—are informed of the services provided to them at no charge. Business loyalty to the organization's branding and value-add services are measured by the number of businesses who partner with the organization. Efforts are ongoing to increase the market share of business partnerships. More work needs to be done in designing tools that measure current market share.

### **(2) Customer Engagement**

Key indicators and measures which demonstrate customer engagement are, in part, reflected by the number of customers served which include both the individual and the employer.

## **7.3 Workforce-Focused Results**

### **a. Workforce Results**

#### **(1) Workforce Capability and Capacity**

The organization encourages life-long learning for both the customer

and its workforce with outcomes related to job placements and retention respectively. Efforts to provide training and to upgrade the employee's knowledge, skills, and abilities are ongoing.

#### **(2) Workforce Climate**

Efforts to advance employee development are of high priority and, in the long run, reap positive contributions to the organization, which, in turn, maximizes system productivity. While leaders have several roles to play, facilitation of employee development is crucial.

#### **(3) Workforce Engagement**

Employees benefit from objective work assessment and peer / manager coaching. Surveys and forums on this topic indicate progress in this area; however, as with all measures and indicators, more work needs to be done to refine the outcomes.

The health and safety of employees are paramount. A detailed safety manual is in place to govern actions of leaders relative to any safety concern.

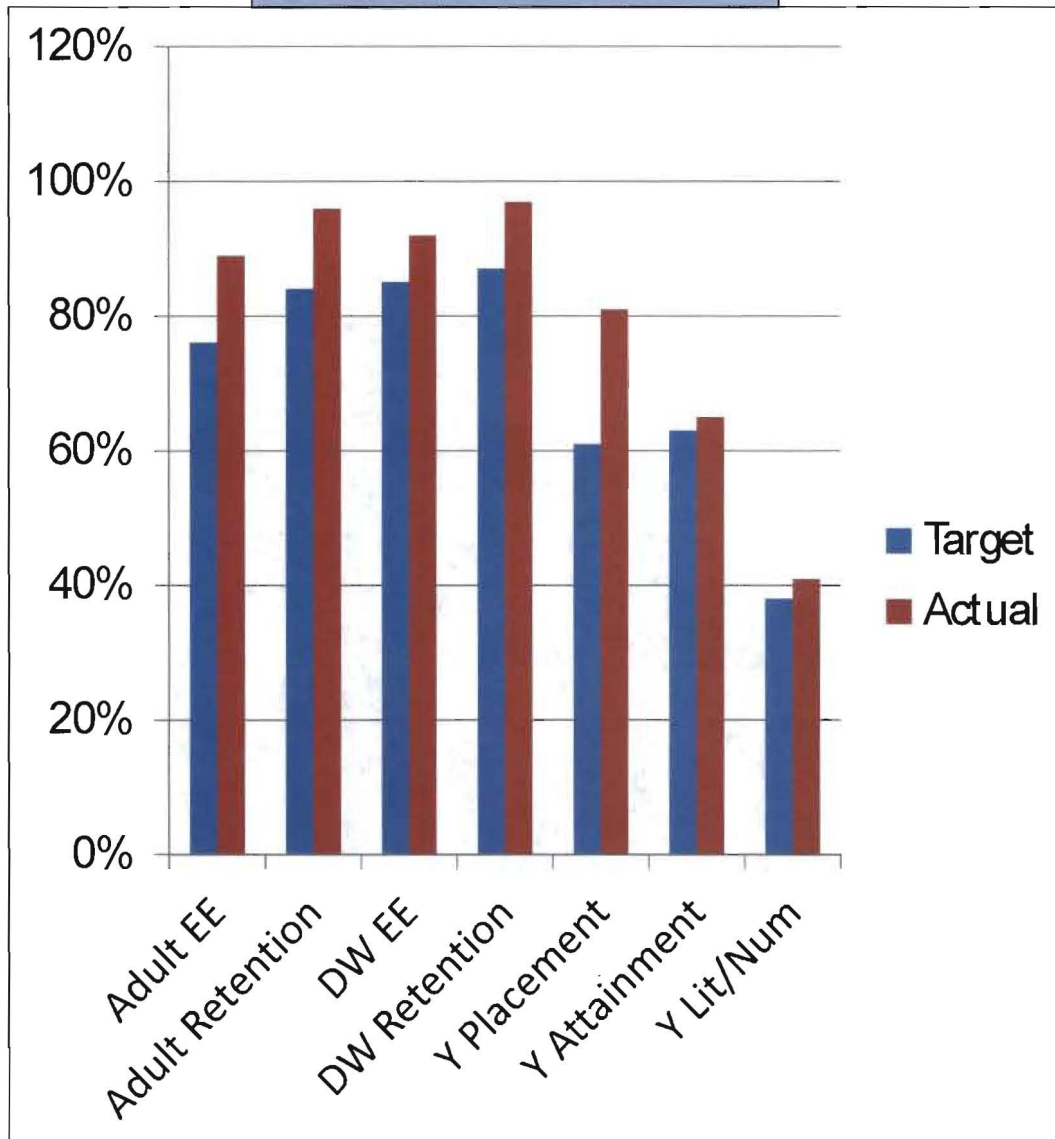
#### **(4) Workforce Development**

WIA staff is given opportunities to pursue a career ladder within the organization. Mentoring, coaching and training result in workforce preparedness in order to assume new roles, possibly within management, in the organization. Management observations and performance evaluations identify the level of readiness of a employee seeking a new or different role within the organization.



The following three charts indicate performance results for years 2011, 2010, and 2009 respectively. All performance measures were exceeded for all three program years *except* for 2009—in 2009, Adult and Dislocated earnings did not meet the negotiated targets.

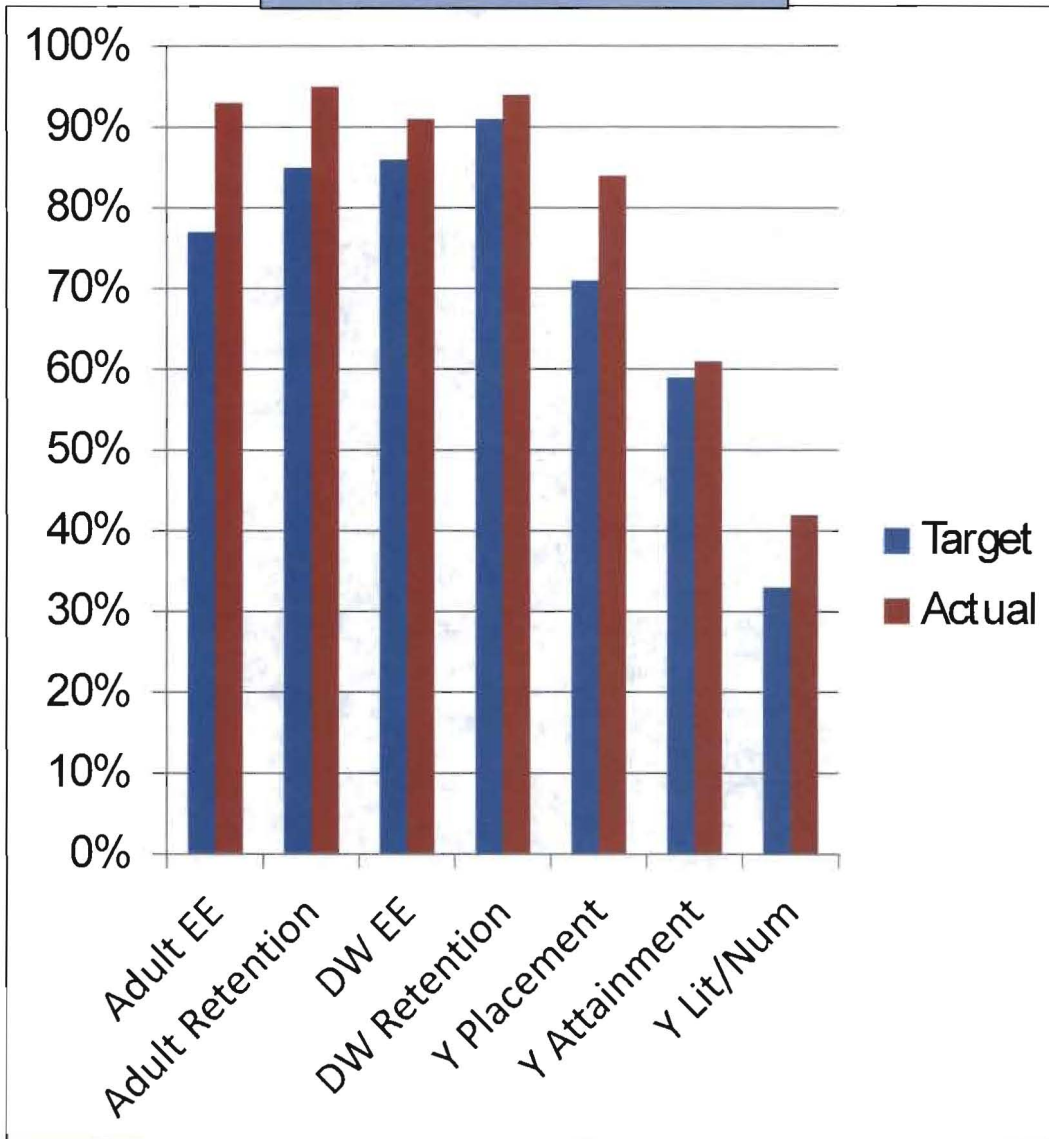
### Performance Metrics PY 2011



### 2011 Earnings Results

<b>Adult Average Earnings:</b>	<b>Target: \$13,800</b>	<b>Actual: \$22,116</b>
<b>DW Average Earnings:</b>	<b>Target: \$13,500</b>	<b>Actual: \$15,783</b>

## Performance Metrics PY 2010

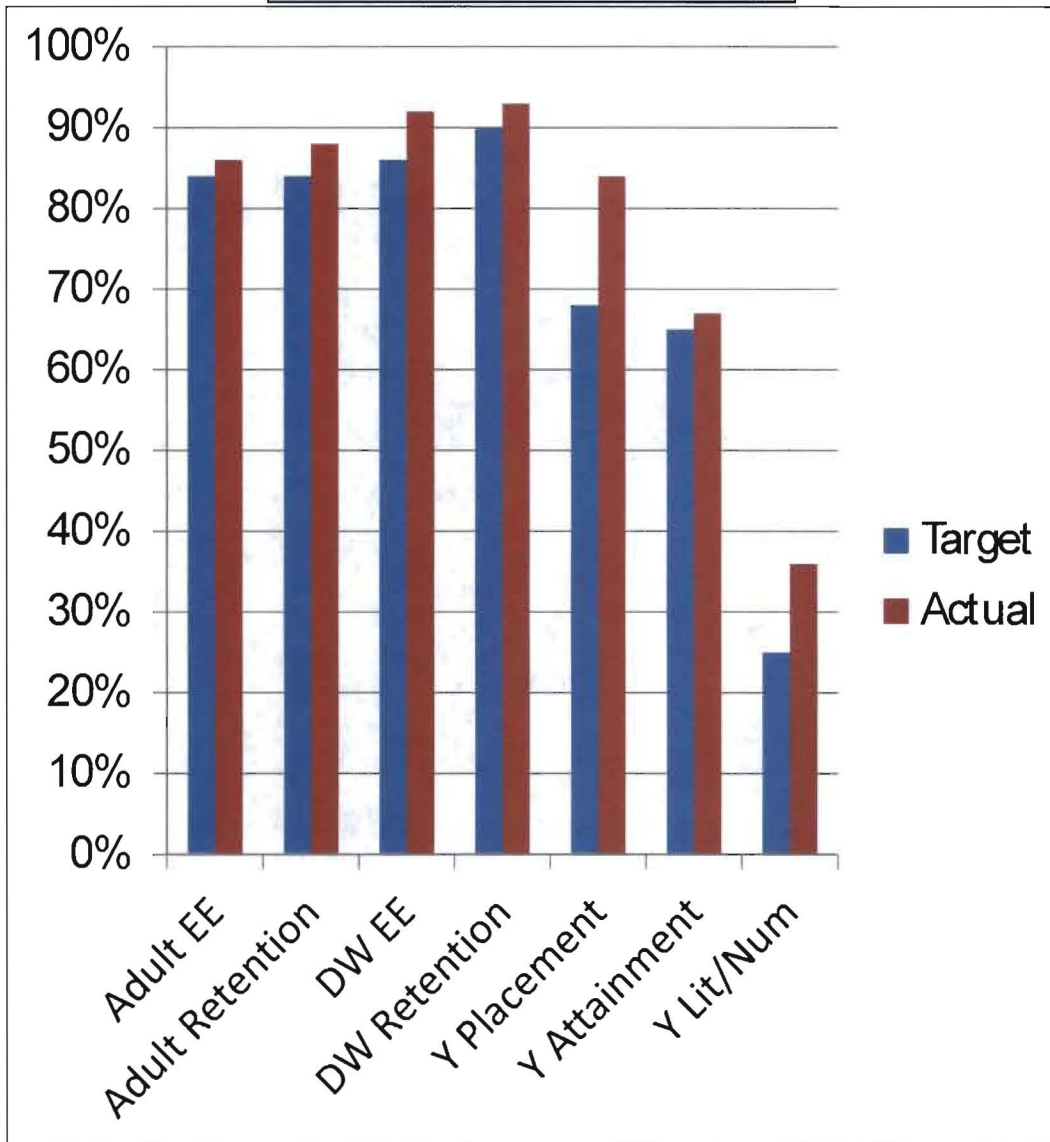


### 2010 Earnings Results

<b>Adult Average Earnings:</b>	<b>Target: \$13,492</b>	<b>Actual: \$16,271</b>
<b>DW Average Earnings:</b>	<b>Target: \$14,155</b>	<b>Actual: \$14,526</b>



## Performance Metrics PY 2009



### 2009 Earnings Results

**Adult Average Earnings:**

**Target: \$12,800**

**Actual: \$11,377**

**DW Average Earnings:**

**Target: \$13,300**

**Actual: \$11,640**

## **7.4 Leadership and Governance Results**

### **a. Leadership, Governance, and Societal Responsibility Results**

#### **(1) Leadership**

The organization's leaders are committed to excellence in all facets of operations, processes, and work systems which results in, at minimum, meeting expectations. However, the organization has demonstrated excellence by exceeding expectations during the past three program years.

#### **(2) Governance**

Senior leadership considers good stewardship of all public investments to the organization as one of its principal responsibilities. Stringent employment standards are in place to guard against breaches of ethical behavior. The governing Boards deal swiftly with leaders that violate standards. This results in good governance of the organization.

#### **(3) Law and Regulation**

Senior leadership abides by all state and federal regulations and laws.

#### **(4) Ethics**

Organization's leaders promulgate and practice strong ethics and lead accordingly.

#### **(5) Society**

Societal responsibilities are met by the nature of the work in terms of service to the public. The leaders are sensitive to social responsibilities by offering opportunities to give back to the community, in part, through charitable organizations.

## **b. Strategy Implementation Results**

Action plans and strategy results have been overall positive due to consistency in meeting or exceeding performance measures. The organization's leaders are committed to life-long learning and have expanded the availability of training opportunities to staff.

## **7.5 Financial and Market Outcomes**

### **a. Financial and Market Results**

#### **(1) Financial Results**

The organization's financial and marketplace performance is measured in terms of training funds expended by business partners, individual training accounts, supportive services and incumbent worker training. These indicators are tracked by accounting software and by each responsible party who is charged with approving funds. Performance indicators such as specific fund expenditures for the past fiscal year demonstrate significant focus on program monies dedicated to services.

#### **(2) Market Share Performance**

The number of customers served, both employers and individuals, are indicative of strong market performance results. The organization plans to increase its market share of employer customers going forward.



## **Glossary of Terms and Abbreviations**

### **A**

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#### **Adult**

An individual who is age 18 or older

#### **AE**

Adult Education

### **C**

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#### **CRC / Career Readiness Certificate**

A portable skills credential based upon the WorkKeys® assessments

#### **Case Management**

The provision of a client-centered approach in the delivery of services designed to prepare and coordinate comprehensive employment plans for participants to ensure access to necessary workforce investment activities and supportive services and to provide job and career counseling during program participation and after job placement

#### **Community-based Organization**

A private nonprofit organization that is representative of a community or a significant segment of a community that has demonstrated expertise and effectiveness in the field of workforce development

#### **Customized Training**

Training that is designed to meet the special requirements of an employer; that is conducted with a commitment by the employer to employ an individual on successful completion of the training; and for which the employer pays for not less than 50 percent of the training.

### **D**

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#### **Dislocated Worker**

An individual who has been terminated or laid off, or has received a notice of termination or layoff, from employment; or was self-employed but is unemployed as a result of general economic conditions in the community in which the individual resides or because of natural disasters; or is a displaced homemaker.

#### **Displaced Homemaker**

An individual who has been providing unpaid services to family members in the home who has been dependent on the income of another family member but is no longer supported by that income; and is unemployed or underemployed and is experiencing difficulty in obtaining or upgrading employment

### **E**

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#### **eCMATS**

Electronic Case Management and Activity Tracking System

#### **Economic Development Agency**

Includes local planning and zoning commissions or boards, community development agencies, and other local agencies and institutions responsible for regulating, promoting, or assisting in local economic development

#### **Eligible Youth**

An individual who is not less than age 14 and not more than age 21; is low-income; is one or more of the following: deficient in basic literacy skills, a school dropout, homeless, runaway, foster child, pregnant or a parent, an offender, or an individual

who requires additional assistance to complete an educational program, or to secure and hold employment.

**EOO**

Equal Opportunity Officer

**Exiter**

An individual that has received services through the Workforce Investment Act program and completed; the individual's activities are tracked for an additional 3 quarters after exit

**G** \_\_\_\_\_

**I** \_\_\_\_\_

**Individual with a Disability**

An individual with any disability as defined in section 3 of the Americans with Disability Act of 1990

**IWT / Incumbent Worker Training Grant**

Provides grant funds for customized training for existing for profit businesses to effectively retrain and keep businesses competitive through upgrade skill training for existing full-time employees

**ISS / Individual Service Strategy**

An individual plan for a participant, which shall include employment goal, appropriate achievement objectives, and the appropriate combination of services for the participant based on the objective assessment(s) conducted

**J** \_\_\_\_\_

**Job Order**

Occurs when an employer places a job listing with the Tennessee Career Center System, the details of the

position are entered into eCMATS and the largest job applicant pool in Tennessee is screened for compatibility for referral to the employer.

**L** \_\_\_\_\_

**Labor Market**

**Area/Information**

An economically integrated geographic area within which individuals a reasonable distance or can readily change employment without changing their place of residence; information regarding wages, unemployment, commute patterns, etc is gathered based on geographic area

**LWIA**

Local Workforce Investment Area

**LWIB**

Local Workforce Investment Board

**LVER**

Local Veterans Employment Representative

**O** \_\_\_\_\_

**Older Worker/Individual**

An individual age 55 or older

**OJT / On-the-Job Training**

Training by an employer that is provided to a paid, newly-hired participant while engaged in productive work in a job that provides knowledge or skills essential to the adequate performance of the job; provides reimbursement to the employer of up to 50 percent of the wage rate of the participant; is limited in duration as appropriate to the occupation for which the participant is being trained



**Out-of-School Youth**

An eligible youth who is a school dropout; or has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed or underemployed

**P****Participant / Client**

An individual who has been determined eligible to participate in and who is receiving services under Title I of the Workforce Investment Act of 1998

**Peer Tutoring Work Experience Program**

Provides work experience and stipend payments to eligible youth in secondary and post-secondary educational institutions to tutor their peers who are struggling academically in a variety of subjects

**Priority of Service**

As Adult funds become limited, priority for intensive and training services must be given to recipients of public assistance and other low-income individuals

**R****Rapid Response**

An activity provided in the case of a permanent closure or mass layoff at a plant, facility, or enterprise in order to assist dislocated workers in obtaining reemployment as soon as possible

**Resource Room**

Area available at the Tennessee Career Center that provides a wealth

of job search information in one central location including, resume building literature, basic computer instruction, state of the art computers and internet availability for job search, labor market information, and in-demand occupations and forecasts

**T****The Source**

Database managed by the Tennessee Department of Labor and Workforce Development that maintains Tennessee state and local labor market information accessible to the public

**Tennessee Career Center**

Where people and jobs connect

**V****Veteran**

An individual who served in the active military, naval, or air service, and who was discharged or released from such service under conditions other than dishonorable

**W****WIA**

Workforce Investment Act of 1998

**WorkKeys**

A job skills assessment system